

MINUTES
SPECIAL FINANCE AND AUDIT COMMITTEE MEETING
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE,
80 COMMERCIAL STREET, NANAIMO, BC
FRIDAY, 2019-NOV-22, AT 9:00 A.M.

- Present:** Mayor L. Krog
Councillor S. D. Armstrong
Councillor D. Bonner
Councillor T. Brown (arrived 9:02 a.m., vacated 11:47 a.m., returned 2:40 p.m.)
Councillor E. Hemmens
Councillor Z. Maartman
Councillor J. Turley
- Absent:** Councillor B. Geselbracht
Councillor I. W. Thorpe
- Staff:** J. Rudolph, Chief Administrative Officer
R. J. Harding, General Manager, Parks, Recreation and Culture (arrived 9:28 a.m.)
D. Lindsay, General Manager, Development Services (vacated 11:05 a.m., returned 12:37 p.m., vacated 1:32 p.m.)
B. Sims, General Manager, Engineering and Public Works
L. Mercer, Director, Finance
W. Fulla, Manager, Asset & Financial Planning
Supt. C. Miller, OIC, Nanaimo Detachment RCMP (arrived 1:42 p.m., vacated 2:35 p.m.)
B. Szewczok, Manager, Police Support Services (arrived 1:42 p.m., vacated 2:35 p.m.)
A. Halabourda, Manager, Police Support Services (arrived 1:42 p.m., vacated 2:35 p.m.)
K. Fry, Fire Chief (vacated 10:17 a.m., returned 12:33 p.m., vacated 2:37 p.m.)
B. Corsan, Director, Community Development (vacated 10:18 a.m.)
J. Holm, Director, Development Approvals (vacated 10:18 a.m.)
L. Rowett, Manager, Current Planning (vacated 10:18 a.m.)
D. LaBerge, Manager, Bylaw Services (vacated 9:36 a.m.)
D. Mousseau, Manager, Engineering & Environment
J. Elliot, Director, Public Works (arrived 11:37 a.m., vacated 1:55 p.m.)
P. Rosen, Director, Engineering (arrived 11:31 a.m., vacated 1:55 p.m.)
A. Groot, Director, Facilities and Parks Maintenance (arrived 9:57 a.m., vacated 1:55 p.m.)
E. Williams, A/Director, Recreation & Culture (arrived 9:57 a.m., vacated 11:25 a.m.)
M. Demecha, Manager, Civic Facilities (arrived 9:57 a.m., vacated 11:25 a.m.)
A. Britton, Manager, Parks Operations (arrived 10:02 a.m., vacated 11:25 a.m.)
S. Pamminger, Manager, Infrastructure Planning & Energy (arrived 10:03 a.m., vacated 11:25 a.m.)
C. Davis, Manager, Recreation Facilities & Custodial Services (arrived 10:38 a.m., vacated 11:25 a.m.)
K. Gonzales, Manager, Aquatics (arrived 9:57 a.m., vacated 11:25 a.m.)
D. Johnstone, Manager, Arenas (arrived 9:57 a.m., vacated 11:25 a.m.)
L. Clarkson, Manager, Recreation Services (arrived 10:35 a.m., vacated 11:25 a.m.)

J. Bevan, Manager, Culture and Events (arrived 10:35 a.m., vacated 10:58 a.m.)
D. Myles, Manager, Roads & Traffic Services (arrived 1:00 p.m., vacated 1:55 p.m.)
J. Evans, Manager, Fleet Operations (arrived 1:00 p.m., vacated 1:55 p.m.)
D. Thompson, Manager, Construction Projects (arrived 12:58 p.m., vacated 1:55 p.m.)
F. Farrokhi, Manager, Communications (arrived 11:26 a.m.)
S. Gurrie, City Clerk (vacated 10:22 a.m., returned 12:31 p.m.)
S. Snelgrove, Deputy Corporate Officer (arrived 10:21 a.m., vacated 11:47 a.m.)
J. Vanderhoef, Recording Secretary

1. CALL THE SPECIAL FINANCE AND AUDIT COMMITTEE MEETING TO ORDER:

The Special Finance and Audit Committee Meeting was called to order at 9:00 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Reverse order of Agenda Items 6(a)(2) Development Approvals and 6(a)(3) Bylaw and Parking.
- (b) Reverse order of Agenda Items 6(a)(1) Facilities and Parks Operations and 6(a)(2) Recreation and Culture.
- (c) Agenda Item 6(a)(1) – Development Services – replace presentation.

3. ADOPTION OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

Councillor Brown entered the Shaw Auditorium at 9:02 a.m.

4. REPORTS:

(a) 2020 - 2024 Financial Plan Operating Budgets

Introduced by Laura Mercer, Director, Finance.

1. Development Services

Introduced by Dale Lindsay, General Manager, Development Services.

1. Community Development

Bill Corsan, Director, Community Development, provided a presentation regarding the following:

- Overview of Community Development Department
- Provided a list of 2019 Achievements:
 - Health and Housing Task Force and the Community Advisory Committee
 - Affordable Housing Opportunities
 - Age-Friendly BC Community Recognition
 - Truth and Reconciliation Call to Action #57
 - Telus Pure Fibre Agreement
 - Review of Economic Development Function
 - Redevelopment of 1 Port Drive
 - Departure Bay Walkway Feasibility Study

Committee discussion took place regarding the number of affordable housing units currently under construction within the City of Nanaimo.

Bill Corsan, Director, Community Development, continued his presentation as follows:

- Some key challenges anticipated in 2020: Social Issues, Land Acquisition budget, Implementing New Economic Development Function, Official Community Plan Update, and Downtown Nanaimo
- Some key initiatives planned for 2020:
 - Review of Official Community Plan (OCP)
 - Economic Development Strategy
 - External Economic Development Agency
 - Update Business License Bylaw
 - Affordable Housing Strategy
 - 1 Port Drive Redevelopment
 - BC Ferries Departure Bay to Battersea Walkway
 - Support the Age-Friendly City Plan
 - Child Care Needs Study

Committee discussion took place regarding:

- Business Licence Bylaw and rates for business licences
- Businesses licences for short term rentals
- Surplus of business licences in 2019 – increase in intercommunity licences

2. Bylaw and Parking

David LaBerge, Manager, Bylaw Services, provided a presentation regarding the following:

- Overview of Bylaw Services and Parking Department
- 2019 Achievements: bylaw updates, new Staff, homelessness, public disorder, nuisance properties, parking

- Provided overview of total bylaw calls and total encampment calls – Bylaw Officers estimate 70% - 75% of their work currently relates to homelessness issues
- 2020 Key Challenges:
 - Bylaw Department: Homelessness/encampments, public disorder
 - Parking: Downtown parking plan, parkade security, meter vandalism and theft
 - Animal Control: Contract about to expire, animal shelter requires renovation/replacement, and increased service levels
- 2020 Key Initiatives:
 - Hospital area parking enforcement plan
 - Animal control contract
 - Graffiti clean up
 - Update Traffic and Highways Bylaw
 - Downtown transportation plans

R. Harding entered the Shaw Auditorium at 9:28 a.m.

Committee discussion took place regarding:

- Implementing a cat control bylaw
- Parking enforcement being dealt with in house versus being contracted out
- Ticketing methods in parkades – using technology

Bill Corsan, Director, Community Development, continued the Community Development department presentation as follows:

- Proposed changes to the budget include:
 - Manager, Economic Development
 - Economic Development Function
- Changes not included in the draft budget:
 - Animal Shelter Improvements
 - Bylaw enforcement officers schedule moving to 40 hour work week

Committee discussion took place regarding:

- Need for animal shelter improvements
- Animal shelter improvements not included in this draft budget as contract will expire next year

D. LaBerge vacated the Shaw Auditorium at 9:36 a.m.

3. Development Approvals

Jeremy Holm, Director, Development Approvals, provided a presentation and overview of the Development Approval Department.

Committee discussion took place regarding a new mapping system being implemented by the Information Technology Department.

Jeremy Holm, Director, Development Approvals, continued his presentation as follows:

- 2019 Achievements:
 - Record development of 1,913 dwelling units projected for 2019
 - Total construction value projected to be \$456 million for 2019
 - BC Energy Code Step Implementation
 - Tree Voucher Program

Committee discussion took place regarding the types of trees included in the tree voucher program and trees being appropriate for the local climate.

Jeremy Holm, Director, Development Approvals, continued his presentation as follows:

- 2019 Achievements: (continued)
 - Climate Resiliency Strategy
 - Environment Committee
 - Significant amount of zoning amendments and permits
 - Approximately 60% of current development permits are purpose built rentals

Committee discussion took place regarding:

- Local polices affecting the prices of affordable housing
- Estimated costs to developers for process/permits

Jeremy Holm, Director, Development Approvals, continued his presentation regarding key challenges expected for 2020.

Committee discussion took place regarding projected numbers for development applications in the future and staffing accordingly.

A. Groot, D. Johnston, E. Williamson, K. Gonzales and M. Demecha entered the Shaw Auditorium at 9:57 a.m.

Jeremy Holm, Director, Development Approvals, continued his presentation as follows:

- 2020 Key Initiatives:
 - Community Amenity Contribution Policy review
 - Community Sustainability Action Plan update
 - Bylaw updates

Committee discussion took place regarding the Community Amenity Contribution Policy coming to a future Governance and Priorities Committee meeting.

A. Britton entered the Shaw Auditorium at 10:02 a.m.
S. Paminger entered the Shaw Auditorium at 10:03 a.m.

Jeremy Holm, Director, Development Approvals, continued his presentation as follows:

- Proposed changes to the Budget:
 - Four new building inspection vehicles
 - New position – Urban Forestry Technician

Committee discussion took place regarding:

- Purpose of the four new building inspection vehicles
- New vehicles being electric and creating a policy to replace vehicles with electric options whenever possible

Jeremy Holm, Director, Development Approvals, continued his presentation as follows:

- Proposed changes to the Budget include Watercourse Restoration and Enhancement Program
- Changes not included in the draft budget: Urban Forestry Management Strategy Update, Manager of Sustainability

Committee discussion took place regarding:

- Staff workload
- Increase in development applications and reasons for increases in development – Nanaimo has been identified as a relatively affordable and attractive location

Jake Rudolph, Chief Administrative Officer, spoke regarding the increases in Staff's workloads and the resulting increases in costs.

Committee discussion took place regarding cost analysis for developments and sustainable services levels.

K. Fry vacated the Shaw Auditorium at 10:17 a.m.

The Special Finance and Audit Committee Meeting recessed at 10:18 a.m.
The Special Finance and Audit Committee Meeting reconvened at 10:35 a.m.

2. Parks, Recreation and Culture

Introduced by Richard Harding, General Manager, Parks, Recreation and Culture.

C. Davis entered the Shaw Auditorium at 10:38 a.m.

1. Recreation and Culture

Elizabeth Williams, A/Director, Recreation & Culture, provided a presentation regarding the following:

- Recreation Services section operates Beban Park, Bowen Park, Nanaimo Aquatic Centre, Nanaimo Ice Centre and Oliver Woods Community Centre
- two indoor pools, two fitness centres, four ice centres, two gymnasiums, conference centre/multipurpose room, and four external facilities
- Operations include community programming, staffing, rentals, and facility maintenance

Committee discussion took place regarding fitness centres charging rates comparable to other private businesses within the community.

Elizabeth Williams, A/Director, Recreation & Culture, continued her presentation as follows:

- Youth and Seniors programs provided through the Parks and Recreation Department - seniors programs are run by volunteers
- Working with Island Health to provide health education programs

J. Bevan vacated the Shaw Auditorium at 10:58 a.m.

- Provided a list of achievements for the Recreation and Culture departments in 2019 such as:
 - Increased demand for 60+ Active Aging Programs
 - Aquatics hosted 11 Regional/Provincial swim tournaments/meets
 - President's Cup Senior B National Lacrosse Championship
 - The Raven installed at Water Treatment Plant
 - Maintenance and repair of Spindle Whorl
- Key Challenges for 2020:
 - Growing demand for pool, gymnasium and ice time
 - Increase in competition between public and private recreation
 - Recruitment training and staff retention
 - Removing barriers to entry for facilities and recreation programs
- Key Initiatives for 2020:
 - Establish new recreation and cultures section
 - Parks, Recreation and Facilities Master Plan
 - Fees and charges implementation
 - Re-organize Recreation Coordinator portfolios
 - Policy and Procedure manual for Recreation Services
 - Evaluate current pre-school program

- Expand LIT/Quest Leadership Training into environmental stream
- Update 2014-2020 Culture Plan for Creative Nanaimo

D. Lindsay vacated the Shaw Auditorium at 11:05 a.m.

Committee discussion took place regarding:

- Lack of revenue generated by culture events
- Decreased activity with the Poetry and Transit Program and the future of this program

2. Facilities and Parks Operations

Art Groot, Director, Facility & Parks Operations, provided a presentation regarding the following:

- Parks Operations Section:
 - Provided an overview of the Facilities and Parks Operation area
 - Maintains over 1,018 hectares of City-owned parkland

Committee discussion took place regarding:

- Percentage of City of Nanaimo land mass that is allocated to parks
- All weather fields in other municipalities creating environmental concerns and potential for Nanaimo's all weather fields to create environmental issues

Art Groot, Director, Facility & Parks Operations, continued his presentation as follows:

- Facilities Section:
 - Focus on operation, maintenance, repairs and upgrades
 - Responsible for Energy Management across the organization and Asset Management Plan for facilities
 - Provides project management and support for other departments
 - Assists with both short and long-term capital planning across the organization
- There were many operational achievements in 2019 for the Parks and Facilities areas – of note Youth Health Hub at Nanaimo Aquatic Centre is a joint project with School District 68 and Island Health
- Fortis BC Award for Energy Efficiency in Action and Vancouver Island Real Estate Board Award for Commercial Building (Harewood Centennial Park Multi-use)
- Key Challenges for 2020: re-organization, and clarification of roles

- Key Initiatives for 2020: focus to improve asset inventories, review and update operation procedures and continue to provide quality levels of service
- Proposed changes to the Budget:
 - New positions: Allocations Clerk and Co-op Student
 - Loudon Boathouse (design)

Committee discussion took place regarding:

- Loudon Boathouse level of use
- Reorganization of staff positions reflected in the draft budget
- Energy efficiencies

A. Britton, C. Davis, D. Johnstone, E. Williams, K. Gonzales, L. Clarkson M. Demecha, and S. Pamminer vacated the Shaw Auditorium at 11:25 a.m.
F. Farrokhi entered the Shaw Auditorium at 11:26 a.m.

3. Engineering and Public Works

Introduced by Bill Sims, General Manager, Engineering and Public Works,

Committee discussion took place regarding:

- Maintenance of current infrastructure and increasing the amount of infrastructure
- Methods that other municipalities have implemented to address increased demands on sanitary sewer systems due to increased development and population

P. Rosen entered the Shaw Auditorium at 11:31 a.m.

- New public works building not being included in the draft budget

J. Elliot entered the Shaw Auditorium at 11:37 a.m.

- Increasing the size of sewage pipes versus disconnecting houses from the sewage system

L. Mercer vacated the Shaw Auditorium at 11:46 a.m.

Bill Sims, General Manager, Engineering and Public Works, provided a presentation and overview of the Engineering and Public Works Department.

The Special Finance and Audit Committee meeting recessed at 11:47 a.m.
The Special Finance and Audit Committee meeting reconvened at 12:31 p.m.

K. Fry returned to the Shaw Auditorium at 12:33 p.m.

Bill Sims, General Manager, Engineering and Public Works, John Elliot, Director, Public Works, and Poul Rosen, Director, Engineering, provided a presentation regarding the following:

- Strive to ensure that there is always a person available to answer service calls
- Approximately 10,000 calls for services each year
- Key challenges for administration: call volumes, level of service, and security concerns

D. Lindsay returned to the Shaw Auditorium at 12:37 p.m.

S. Gurrie vacated the Shaw Auditorium at 12:37 p.m.

- Notable achievements in transportation:
 - Road standards/complete streets
 - Downtown Mobility Study engagement
 - Completion of major projects
 - Phase two LED street lights conversion

Committee discussion took place regarding:

- Prioritizing projects and purpose of the complete streets standards
- Cost/time estimates to widen Seventh Street to add a sidewalk
- Security concerns at Public Works yard
- Current tempest software system versus proposed asset tracking system and feedback from other municipalities

S. Gurrie returned to the Shaw Auditorium at 12:42 p.m.

- Timeframe for bringing potential enhancement opportunities before Council and implementing a policy to review streets under the complete streets standards

D. Thompson entered the Shaw Auditorium at 12:58 p.m.

D. Myles and J. Evans entered the Shaw Auditorium at 1:00 p.m.

The presentation continued regarding:

- Key challenges – Transportation:
 - Increasing transit ridership
 - Road rehabilitation asset management
 - Signal operation and maintenance
 - Traffic medians and boulevard maintenance
 - Growth in infrastructure and workload

Committee discussion took place regarding:

- Maintenance of E&N Trail
- Perceived tension between increasing active transportation infrastructure and road rehabilitation

- 2020 Key Initiatives:
 - Active and Sustainable Transportation Masterplan
 - Centralized traffic signal management system
 - South Nanaimo Mobility Study (Cranberry Connector)
 - Rapid Bus Corridor and Frequent Transit Network systems
- Notable Achievements – Water Supply and Distribution:
 - Declining per capita water consumption

Committee discussion took place regarding steps taken to cause the decline in water consumption and how to continue saving water.

L. Mercer vacated the Shaw Auditorium at 1:17 p.m.

The presentation continued as follows:

- Notable Achievements – Water Supply and Distribution: (continued)
 - Emergency water pump station
 - Emergency plans and wildfire protection updated
 - Water Rates Bylaw updated
 - Upgraded/replaced/installed Jump Creek Spillway, and South Fork Dam Log Boom
- Key challenges for Water Supply and Distribution:
 - Water Supply Strategic Plan
 - Growth in infrastructure and workloads
 - Aging water mains and service pipes
 - Revenue
- 2020 Key Initiatives:
 - Update Water Supply Strategic Plan
 - Update Nanaimo River Flood Inundation Plan
 - Update to South Fork Seismic review & conceptual design
 - Rebuild of City Wide Water Model
- Achievements – Sanitary Sewer:
 - Low rate of claims and back up rates due to frequent maintenance and inspections
 - Cleaning and inspection of up to 125km of sewer pipe
 - Protection Island Odour and Gas control project

L. Mercer returned to the Shaw Auditorium at 1:22 p.m.

- 2020 Key Initiatives – Sanitary Sewer: Sanitary Sewer Catchment Master Plan, new flow monitor stations, update video equipment and software
- Rainwater drainage infrastructure has drastically improved over the past few years; however, climate change creates challenges for the drainage system's capacity

D. Lindsay vacated the Shaw Auditorium at 1:32 p.m.

- Provided an overview of the Fleet Department
- Appropriateness of vehicles to suite their intended purpose
- Listed some achievements and challenges for the Fleet Department

- 2020 Key Initiatives – Fleet:
 - E3 Green Fleet Review
 - Corporate Green Fleet strategy
 - Explore alternative fuels
- Achievements – Solid Waste Management: 90% reduction in worker injuries, 50% reduction in work orders, 65% diversion rate, overall landfill down 3%, purchased two used automated garbage trucks from Kelowna

A. Halabourda, B. Szewczok and Supt. Miller entered the Shaw Auditorium at 1:42 p.m.

- New zero waste coordinator
- 2020 Key Initiatives:
 - Improve inventory management
 - Reduce recycling contamination and accelerate zero waste initiatives
 - Review and update City's standard construction contract
 - Capital Project Management Framework and improve Capital Project communications
- Proposed changes to the Budget:
 - Business case – Traffic Signal Technician
 - Manager, Facility Assets – 2021

Committee discussion took place regarding contracting out for traffic signal technician work.

- Changes not included in draft budget:
 - Municipal Services Inspector
 - Project Engineer

Committee discussion took place regarding:

- Duties of the Manager of Facility Assets
- Staff capacity for projects and using contractors to respond to additional repairs

The Special Finance and Audit Committee Meeting recessed at 1:55 p.m.

The Special Finance and Audit Committee Meeting reconvened at 2:03 p.m.

4. RCMP/Police Services

Supt. Cameron Miller, OIC, Nanaimo Detachment RCMP, provided a presentation regarding the following:

- Overview of policing contract and RCMP role in the community
- 144 positions within the municipality, largest RCMP detachment on Vancouver Island

Committee discussion took place regarding calls related to homelessness and the increasing number of calls for service in the community.

Supt. Cameron Miller, OIC, Nanaimo Detachment RCMP, continued his presentation regarding:

- 2019 Achievements: estimate 50,000 calls for service for the year, crime prevention, online reporting system, dedicated team to work with youth, traffic and water safety
- 2020 Key Challenges: ongoing operation pressures, space review, staffing of regular member positions, reducing fatal motor vehicle accidents, youth unit working to address issues of gangs and drugs
- Difficulties regarding staffing/training RCMP officers
- 2020 Key Initiatives: homelessness, cannabis regulations implementation, public safety and community wellness initiatives
- Staff members “taking a knee” to recover after an event, bringing in psychologists to assist officers working through traumatic events

Committee discussion took place regarding implementing cannabis regulations.

Anita Halabourda, Manager, Police Support Services, provided a presentation regarding the following:

- Provided an overview of Police Services Department - support staff for the RCMP
- 2019 Police Services achievements: flooring upgrades, security gates for police parking lot, and additional temporary parking

Committee discussion took place regarding reasons for security gates in RCMP parking lot.

Anita Halabourda, Manager, Police Support Services, continued her presentation regarding:

- 2020 Key challenges: space review, staffing of municipal support positions – security clearance requirements provide challenges for staffing
- Proposed changes to budget:
 - New personnel: two prison guards, convert records clerk positions from two part-time positions to full- time

Committee discussion took place regarding:

- Trauma to RCMP members and administrative staff
- Returning to gender specific guarding – not planned
- Timeframe for new RCMP members arriving and potential surplus
- Costs covered by the Provincial Government for officers going on leave

5. QUESTION PERIOD:

- Darcy Ambler re: Cost/value of flashing yellow lights at crosswalks.

A. Halabourda, B. Szewczok and Supt. Miller vacated the Shaw Auditorium at 2:35 p.m.

K. Fry vacated the Shaw Auditorium at 2:37 p.m.

Councillor Brown returned to the Shaw Auditorium at 2:40 p.m.

Laura Mercer, Director, Finance, provided an overview of the plan for the Special Finance and Audit Committee meeting scheduled for 2019-NOV-25.

6. ADJOURNMENT:

It was moved and seconded at 2:50 p.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER